

FEEDBACK SKILLS FOR MANAGERS AND SUPERVISORS

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Without feedback the communication process is incomplete.

CPR (Communication – Perception – Reality)

Action – Reaction – Modification

Feedback allows others to **discover hidden patterns** and habits that hinder their progress.

Feedback says that you care!

4 Layers of New Habit Formation

- **Subconscious Incompetence**
- **Conscious Incompetence**
- **Conscious Competence**
- **Subconscious Competence**

Be a mentor/coach rather than a corrector/critic.

Look for opportunities to help others improve and grow and **give feedback regularly**.

5-Step process to give constructive feedback:

1. Identify the problem behavior.
2. Explain how the behavior is detrimental.
3. Help the individual acknowledge the problem.
4. Develop goals with the individual.
5. Monitor the individual's performance.

The SLACK Method by Randy Fujishin's book "Gifts from the Heart"

Sit

Listen

Ask

Compromise

Kiss

When giving feedback use these **non-verbal cues**:

- Breathe
- Make eye contact
- Nod your head
- Lean forward
- Use open arms
- Use "hmmmm" or other paralinguistic cues

Ask for what you want.

- What I want is . . .
- What I need is . . .
- What I would like to see more of is . . .
- One way you can improve is . . .

When listening to reactions, **don't interrupt**. Realize a person can be **carbonated and defensive!**

You can only **control your actions and reactions**.

Ask questions for clarity. Use clarifying statements to make sure that you understand. Examples:

- “Did you say . . .”
- “When you said _____ did you mean _____”
- “It sounds like . . .”
- “So to make sure we’re on the same page, what you want/need is . . .”
- “So you’re feeling is . . .”
- “So what happened was that . . .”

Paraphrase what happened and how it made them feel.

Acknowledge the valid points. Agree with:

- What is true.
- What is possible.
- Their point of view.

Use Empathic Statements:

- “I understand how you might get that impression.”
- “I would come to the same conclusion.”
- “That would concern me too!”
- “You have a valid point.”

Pull information by asking:

“Is there anything else?”

Some people will need time to **process and sort out** what you have heard.

- “It’s okay to take some time to think about it.”
- I’d like to discuss this more when you’re ready.
- There are several times next week that would work to meet again . . .

Help solve and resolve the issue:

- Take responsibility.
- Offer reassurance.
- Offer what you “can do,” “you’re willing to do,” and “what you have done.”

Two Approaches

Direct Feedback – You control what happens

- You need to . . .
- I’d like to see . . .

- It's important that you . . .

Indirect Feedback– They control what happens

- What do you think you'll do?
- How do you think you'll handle it?
- What are your options?
- What do you think you'll need?

Give options.

- Given what you've told me... I would suggest that you go for option X or option Y."

Make an appointment to get back together to "close the loop."

Remember, **your last impression leaves a lasting impression.** What you do at the end of the feedback session often matters most.

- "I appreciate you meeting with me today."
- I appreciate you for being so open to make these changes.
- I've learned a lot from our discussion today!

Final Thoughts:

Change rarely happens without feedback.

You got where you are today, because of feedback.

Your observations and feedback are crucial for an individual's development and growth.